Academy Skywriter

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A RETURN TO NORMAL

by William E. Traylor, AMA-1

On August 3, 1981, the nation's air traffic controllers initiated a coordinated job action that would ultimately culminate in over 10,000 of them losing their jobs with the FAA. The immediate result was the loss of 75% of the controller workforce…a workforce that had become normally distributed age-wise over the last several decades. Over the next 7-8 years, those fired controllers would be replaced by newly hired controllers who were essentially of the same age group. This would have an enormous effect on the attrition rates through the nineties and into the new century. As we witnessed here at the Aeronautical Center, the number of newly hired air traffic controllers that would enter the career field through the FAA Academy was vastly different from the thousands who passed through the Academy during the years following the PATCO strike.

The Academy's Air Traffic Division, AMA-500, took advantage of the reduced through-put of newly hired air traffic controllers during the nineties to redesign the Air Traffic Screen and implement its replacement – The Multi-Path Training Program. The division also participated in the development and implementation of the new screening test battery referred to as the Air Traffic – Selection and Training (AT-SAT). As it turned out, this initiative by the Academy would become the most important asset available to the FAA in responding to the wave of retirements of air traffic controllers created by the massive hiring during the post-strike recovery period.

Nearly 24 years later, the FAA would be faced with an imposing surge in controller retirements. Over the next 10 years, approximately 73% of the controller workforce will become eligible to retire. In early 2004, the awareness of this pending event caused Congress to charge the FAA Administrator to provide a report by the end of the year on how she planned to deal with the controller retirement issues. Under the Administrator's direction the Air Traffic Organization (ATO) established a committee chartered to conduct a comprehensive analysis of the situation and provide a plan that described how the FAA would restore the controller workforce. The results of the committee's work have been published in a report titled "_A Plan for the Future: The Federal Aviation Administration's 10-year Strategy for the Air Traffic Control Workforce_" and submitted to Congress on December 22, 2004.

Between 1981 and 1992, as a result of the PATCO strike, close to 28,000 individuals entered the FAA Academy in search of a career as a controller. However, because of the high washout rate through the Academy's Air Traffic Screen, only about 16,000,

ACADEMY AWARDS & RECOGNITION

The following Academy employees received official recognition for the months of January 2005 through April 2005. (Official Recognition includes: Letter of Commendation, Lump Sum Monetary Award, Group Lump Sum Monetary Award, Time Off Award, or Quality Step Increase.)

Official Recognition

Name	Rtg
Bowen, Don	AMA-100
Bledsoe, Betty	AMA-100
Brown, Judy	AMA-100
Graham, Jacki	AMA-100
LaFleur, Diane	AMA-100
More, Linda	AMA-100
Pranter, Connie	AMA-100
Quintero, Donnita	AMA-100
Souder, Julie	AMA-100
Kluge, LeDonna	AMA-100
Wright, Janice	AMA-110
Horn, Sandra	AMA-200
King, Barbara	AMA-300
Mitchell, Phyllis	AMA-300
Ward, Dustin	AMA-300
Schrum, Forrest	AMA-310
Eaton, Eva	AMA-400
Strain, Regina	AMA-400
Butler, Jackie	AMA-405
McDaniel, Marianne	AMA-405
Whitaker, Jana	AMA-405
Brown, David	AMA-410
Butler, William	AMA-410
Christenbury, C.	AMA-410
Keene, Clyde	AMA-410
Larsen, Walt	AMA-410
Lauen, Betsy	AMA-410
Stephenson, K.	AMA-410
Sprouse, Matthew	AMA-420
Gable, Arvella	AMA-440
Graro, Eric	AMA-440
Jack, James	AMA-440
Matlock, James	AMA-440
Swindle, Joel	AMA-440
Streetman, Alan	AMA-440
Tindall, Kenn	AMA-440
Wolff, Paula	AMA-440
Bromley, Mike	AMA-450
Eidenshink, Mike	AMA-450
Jeffers, Pamela	AMA-450
Knutson, Peggy	AMA-450
McCarthy, Sue	AMA-450
Smith, Dan	AMA-450
Trang, Thanh	AMA-450
Vasquez, Jose	AMA-450
Tasler, Dee Ann	AMA-470
Carlow, John	AMA-490

(Continued)

Name	Rtg
Dickson, Janlyn	AMA-500
Phillips, Kelley	AMA-500
Reese, Ned	AMA-500
Brannon, Pam	AMA-501
Bennett, Gregory	AMA-511
Hendrix, Samuel	AMA-511
Mogilka, Henry	AMA-511
Morrison, Robert	AMA-512
Larson, Fredrick	AMA-513
Batt, Maurice	AMA-514
Lloyd, Esther	AMA-521
Jones, Dina	AMA-530
Guthrie, Steve	AMA-530
Woolverton, Mark	AMA-530
Mitchell, Alford	AMA-600
Andresen, Melvin	AMA-800
Schroeder, Tim	AMA-800
Wilson-Calhoun, G.	AMA-800
Juarez, David	AMA-800
Coleman, Tweet	AMA-800
Russell, Garrison	AMA-800
Durao, Jorge	AMA-910
Frantom, Brett	AMA-910
Gannaway, Jeffrey	AMA-910
Harnberger, John	AMA-910
Williams, Virgil	AMA-910
Higa, Glenn	AMA-920
Parenica, Michelle	AMA-930
Turner, Cathy	AMA-930

Educational Awards

Darnell, Tony   AMA-420
   Bachelor of Science in Information Technology

Gage, Larry   AMA-420
   Bachelor of Science in Communications & Psychology

Mayfield, Janet   AMA-420
   Bachelor of Science in Mgmt

Woolverton, Mark   AMA-530
   Bachelor of Science in Mgmt

Lee-Fanning, Sunny   AMA-800
   Masters in Business Administration

Service Recognition

Rtg	Name	Yrs
AMA-200	Graham, Robert	35
AMA-220	Clevenger, Madeline	10
AMA-220	Leonard, Nathan	15
AMA-220	Nguyen, Thu	10
AMA-230	Hernandez, Arturo	10
AMA-230	Whitesell, Robert	20
AMA-240	Rider, Jean	25
AMA-250	Washington, Bobby	35
AMA-300	Hammond, Dominic	20
AMA-300	Hughes, Virginia	30
AMA-310	Burson, Craig	30
AMA-310	Fennell, Linda	30
AMA-400	Holcomb, Judy	25
AMA-405	Hacker, Kyrah	15
AMA-410	Manning, Richard	15
AMA-430	Dvorak, Richard	30
AMA-450	Jeffers, Pamela	25
AMA-460	Astraikis, Paul	35
AMA-460	Houston, Royal	25
AMA-470	Gibbons, Vickie	15
AMA-480	Kuriger, Christine	5
AMA-490	Clevelle, Melissa	15
AMA-500	Jolley, Gordon	40
AMA-511	Engelmann, Anita	20
AMA-511	Pack, Eleanor	25
AMA-512	Hatherley, Edward	25
AMA-513	Eldridge, Woodrow	40
AMA-513	Evans, Charles	25
AMA-521	Wallace, Robert	35
AMA-522	Waterman, Terri	30
AMA-530	Farmer, Barbara	25
AMA-610	Hooper, Michaela	30
AMA-800	Schroeder, Timothy	20
AMA-900	Connett, James	15

Bill Traylor, AMA-1, presenting the Educational Plaque to Larry Gage, AMA-420

Congratulations

Roosevelt McLemore Receives Award for War on Terrorism

by Roosevelt McLemore, AMA-460

Have You Heard?

Roosevelt McLemore, Instructor, Terminal Automation Radar Branch, AMA-460, was one of several FAA employees who received an invitation to the FAA Headquarters to attend the 2004 Employee Recognition Day Celebration.

The celebration was held on 11/05/04 to honor FAA employees who were chosen to receive the Secretary of Transportation's awards. Roosevelt McLemore was part of a group of recipients who received the War on Terrorism Certificate from Marion C. Blakely, FAA Administrator, and the distinguished War on Terrorism Ribbon from Norman Y. Mineta, Secretary of Transportation. The awards were given for service during Operation Enduring Freedom/Noble Eagle in Afghanistan and Iraq.

Other Academy employees who received recognition for their valuable time in the Operation Enduring Freedom were:

Hayden Decker, AMA-220
Larry Eversmeyer, AMA-220
Jeff Gannaway, AMA-910

Marion Blakely, FAA Administrator, presenting award to Roosevelt McLemore, AMA-460

John Kaffka, Donald Harper, Roosevelt McLemore, Jason Barnes, Robert H. Sweet, and James Arrasmith

New Employee Briefing

by Jamie Nicely, AMA-100C

NEWS FLASH!

On January 12, 2005, the Academy conducted its first New Employee Briefing for 2005. This briefing was created as a result of the Employee Attitude Survey (EAP) as a means of keeping all employees better informed. This will ensure that all new employees are receiving the same information upon coming to work in the Academy.

The New Employee Briefing will be scheduled throughout the year and is open to all federal employees new to the Academy. It consists of a PowerPoint presentation given by the Superintendent or Deputy Superintendent, AMA-1/2. The presentation covers information on the history of the FAA, the Mike Monroney Aeronautical Center (MMAC), organizational structure, Academy policies and an overview of each division.

Participants are also provided informational handouts covering some of the services available at the MMAC. Additionally, this time provides an opportunity for new employees to obtain answers to any questions they may have about the Academy or the FAA.

Please contact Jamie Nicely, AMA-100C, 954-5827, for information on the next briefing and to coordinate attendance.

AIRWAY FACILITIES
Begins New Hire Initiative
by Dave Brown, AMA-410

Andy Coronado, Jim Sims, Sheri Flick, Western Pacific PDS SMO; Ken Stephenson, AMA-410 Instructor; Eric Olmos, and Isaac Sparks, Western Pacific DTS SMO

Pictured left to right: Alan McGaha (far back), HIP SMO; Robert Parman, San Diego Radar; Ken Stephenson, AMA-410 Instructor; Joe Berry, Miami SMO, and Chad Baglio, SW Gulf Coast SMO

The FAA Academy is currently in its third iteration of a new training program for newly hired FAA systems specialists. This program is designed to take a newly hired employee through the training and examinations required to make them productive in the Communications Service area.

The program begins by taking the student through a three-day course in Basic National Airspace System (NAS) Knowledge. This course explains the NAS, the structure and purpose of the agency, applicable FAA orders, and helps the student understand the importance of their job and how they fit into the overall system of aviation safety. The student then spends four days learning about health and safety issues. This includes an awareness of electrical safety principals, confined space entry, hazardous materials handling, and a discussion of Occupational Safety, Health and Administration (OSHA) regulations that cover the job specialty. Next, the student completes all of the prerequisite courses required by all systems specialists regardless of their specialty area. This includes items such as Basic and Advanced Telecommunications and Airport Ground Vehicle Operations.

Training in the Communications Service area follows. Training in this area is composed of communications equipment theory, and an extensive laboratory made up of elements from the communications equipment course laboratory, the communications on-the-job training course, some additional material in control systems and facility wiring, and extensive hands-on practice. It concludes with administration of the certification examination for communications equipment by qualified Academy instructors.

In the past, because of training quota availability and other factors, it could easily take over a year from the time an individual was hired until they were trained and certified to work on their first systems. With this new program, it takes only 10 weeks to take a newly hired employee to the point where they are ready to go to their first facility and be certified to work on FAA communications systems.

Professionalism Belongs to Everyone

by Betty Bledsoe, AMA-100 & Phyllis Mitchell, AMA-300

Phyllis Mitchell, Training Support Division, AMA-300, conducted several 4-hour seminars on "Professionalism." Participants from the Small Business Administration, United States Probation Office, United States Department of Agriculture, AVN, and the Academy comprised the class I attended.

Attributes of a "Professional"	
Take pride in their work, and show personal commitment to quality	Really listen to the needs of others
Reach out for responsibility	Can be trusted with confidence
Anticipate, don't wait to be told what to do—show initiative.	Be a team player
Do whatever it takes to get the job done	Always honest, trustworthy, and loyal
Get involved and don't just stick to their assigned role	Open to constructive critiques on how to improve
Always look for ways to make things easier for those they work with/for	Learn to understand and think like those they work for so they can represent them when they are not there, and lastly
Eager to learn as much as they can about the work of those they work with/for	A GREAT manager cares and demonstrates EXCELLENCE!

Since there are a variety of traditional views on professionalism, Phyllis focused on professionalism's characteristics of dependability, professional presentation, initiative, empathy, cooperation, organization, reasoning, and verbal and written communication, which applies to all occupations. And yes, included was the "buzz" word that everyone is currently attempting to effectively master, "communication". For a class exercise, we broke into teams of four to identify attributes of "great/good" managers. Our conclusions matched those of David H. Maister, author of "True Professionalism". (Note: For purposes of this article, the term "manager" can be substituted with any occupational title.)

It has often been said that "great" managers are developed, and not necessarily born. According to David H. Maister, a person can move from the "good" to "great" category by incorporating actions from the table to the left into their work ethics.

Based on the list, professional **does** belong to everyone. This class reminded me of things I could do better. As a result, I am motivated to handle myself more professionally and I plan to incorporate some of the actions into my work ethics. Also, if this class is offered again in the near future, I challenge you to obtain your supervisor's permission and attend. I guarantee **anyone** who participates will benefit from the information presented.

REGULATORY STANDARDS
New Automation in the Classrooms for AMA-200

by KJ Marshall, AMA-230

A recent update to the AMA-200 automated classrooms gives students easy access to the automation tools available through the FAA Academy and gives instructors access to state-of-the-art presentation capabilities. AMA-200 is working with a technology trend that is providing instructors with new instructional tools and giving them the opportunity to do something new and different in their presentation to the students. The basic setup for our automated classrooms includes the AVS Standard software image that is distributed to all Flight Standards Field Offices and that the students work with everyday in their office. The instructor's stations also include NetOp School software that allows the instructor to broadcast the display from their monitor to the students' monitors. It also lets them broadcast a student's monitor to the instructor's monitor or the whole class's for discussion purposes.

AMA-200 instructors really like the new lecterns too. They incorporate all the various accessories used in the classrooms instead of the multiple cabinets and tables previously used. One of the nicer perks is that the lectern height is adjustable so it doesn't matter if you are 6'6" or 5'0"!

The recent improvements in our classrooms help provide a bridge between instructors, information, and students. We are reshaping our interactive classroom training and finding innovative ways of using new technology to inform and educate our workforce.

Carmen Morales, Manager
Aircraft Certification, AMA-220

Certification Received—B-737-800 Pilot Program

Jim Porter, Instructor, AMA-240

On January 27, 2005, the Regulatory Standards Division, AMA-200, received initial approval to begin Boeing 737-800 pilot training under a CFR142 School Certificate issued by the Dallas/Ft Worth, Flight Standards District Office (FSDO) This approval was received following several months of intensive instructor pilot training, development of a training manual and lesson materials. Instrumental in the approval process were AMC Systems, Inc., pilots, and instructors, Paul Derochers, Bob Welchens, and Ken Cox. Also instrumental in the approval process were representatives of CAE, Inc. Dallas/Ft. Worth training facility Support and assistance with technical aspects such as set up of the "Simfinity" classroom display program, the Integrated Procedures Trainer (IPT), and Virtual Simulator programs know as "V-SIM," was provided by Michael Kamel from CAE Montreal, Quebec, Canada. The resulting "state-of-the-art" training program allows the emulation of actual operating aircraft systems continuously through the ground school, IPT, and Full Flight Simulator (FFS) phases of training. Students have the ability to see the system in the classroom, watch the function of the system in the procedures trainer, and then fly the system in the simulator in a true performance realm. This training provides a trifold, "see, do, and apply" process that is the ultimate in aviation learning programs

The combined experience of FAA Academy instructors Mike Cantley, Jim Porter, and Pete Cappadona was instrumental in the development process and success of this training, with instructional systems support being provided by Christy Wilson and Dee King, from Eagle Systems, Inc. Both Mr. Porter and Mr. Cantley have been named Training Center examiners for B737-800 type ratings at the FAA Academy. Initial Boeing 737-800 type rating classes have already begun at the Academy, and work continues to develop both "recurrent" and "differences" training for ASI field inspectors.

Boeing B-737-800 Simulator

WHAT TO DO...
WHERE TO GO?
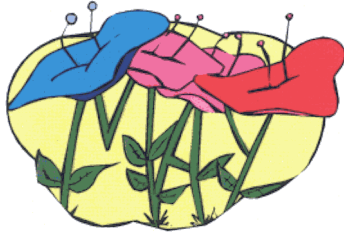
May 8	Mother's Day
May 16-21	National Reining Horse Derby State Fair Arena
May 17-22	42 Street, Celebrity Attractions Civic Center
May 21	2005 Walk to Cure Diabetes OKC Zoo Amphitheatre
May 25	AMA Quarterly Mgmt Meeting
May 25-29	NCAA Big 12 Baseball Tournament - SBC Bricktown Ballpark
May 30	Memorial Day

June 3-4	Bricktown Blues & BBQ Festival
June 10	Jazz Explosion with Steve Harvey, 7:30 p.m., Ford Center
June 18-19	An Affair of the Heart, Bricktown
June 21-25	Jesus Christ Superstar Civic Center
June 25	Alison Krauss & Union Station 8:00 p.m., Ford Center

COMMUNICATIONS CORNER

The Art of Listening
by Vickie Brewster – Vice-President of Education, AMP-100A

Did you know that to be a good communicator you need to be a good LISTENER?

Bill Marriott, Chairman and CEO of Marriott International, the world's largest hotel chain, described "the biggest lesson I have learned through the years is to listen to your people."

According to Harvey Mackay from the International Listening Association, "You can win more friends with your ears than with your mouth."

When other people talk, do you listen to what they mean, or do you just hear what they say? Listening is a much more active skill than some may think. Effective listening requires certain techniques for receiving, organizing, and interpreting what has been said.

The Flyers and Floaters Club provides a small group setting where people can come together to learn and to develop skills. To meet the demands of the changing world, individuals must acquire and maintain effective communication skills. The meetings provide opportunities to develop speaking, evaluating, and leadership skills. Participants practice speeches, give a word for the day, quote for the day, and spontaneous short discourses on various subjects. During these activities, other members are assigned the role of evaluating. A beneficial evaluation requires that you do the right kind of listening. Feedback is provided both publicly and personally to each of the speakers highlighting their strengths and providing suggestions for improvement. Leadership skills are also attained through participation: meeting participant, workshop chair, or by serving as a club officer.

During 2005, the Flyers and Floaters Club provided seminars on Parliamentary Procedures to sharpen our meeting skills. We also completed a two-part training seminar on "The Art of Effective Evaluation", where we studied techniques on providing beneficial feedback to others. As the year progresses, we plan to conduct more seminars on various skills for speaking and listening improvement. Come and be a part of our group, improve your communications skills by practicing in a friendly environment.

The Flyers & Floaters Club #5467 meets bi-monthly on Thursdays during lunch time from 11:30 a.m. to 12:30 p.m. in the Multi-Purpose Building, Room 206. Meeting dates upcoming in May and June are: May 19, June 2nd, 16th, and 30th.

For more information, please contact Mikie (Michaela) Hooper, President, at extension x4-4608.

ELECTRONIC LEARNING
MANAGEMENT SYSTEM (eLMS)

Say "Goodbye" to CPMIS, "Hello" to eLMS
by the Training Support Division, AMA-300

You have probably read about "electronic Government", or "e-Gov" — efforts by the President and Federal Government Executive Branch to improve government operations and efficiencies through increased use of the Internet. For example, in the past year or two, you may have downloaded tax forms to your home or business computer. In 2001, the Office of Personnel Management (OPM) identified e-Learning as a way to improve Federal Government efficiency. An early result of this initiative a few years ago was an OPM on-line training website: **www.golearn.gov**.

Today, the Department of Transportation (DOT) is implementing another eLearning component: eLMS (electronic Learning Management System).

What is eLMS? It is a web-based application designed to catalog training, schedule enrollments, track progress, and store employee training history. eLMS is a commercial, off-the-shelf product provided by Plateau Systems, Ltd., of Arlington, VA. For the FAA, eLMS will replace the course catalog, scheduling, and training history functions provided by the Consolidated Personnel Management Information System (CPMIS). Unlike CPMIS, employees will be able to access eLMS directly to review training records, request and schedule training, and take courses on-line. Furthermore, eLMS is being implemented for all DOT agencies – not just the FAA. eLMS also supports on-line testing and individual development plans.

eLMS uses e-mail to eliminate "snail-mail" communications between students, managers, and trainers. By now, you should have received an e-mail message with your sign-on, password, a link to the eLMS site, and a user guide. Initially, eLMS will implement the SkillPort and other on-line training provided on the Academy's web site. Classroom training enrollments are expected to be added for FY-06.

Several Academy divisions are currently designing and testing processes, and becoming familiar with the new system. To provide eLMS support, the Academy CBI Help Line at (405)-954-4568 is transitioning into a "DOT Distance Learning Help Line".

Overcoming E-Mail Overload
submitted by Virginia Hughes, AMA-300A

Everyone must combat the difficulties of managing an onslaught of electronic mail. What can we do to make things easier ?

Find out by visiting the following link:

http://hbswk.hbs.edu/item.jhtml?id=4438&t=srobbins

In his "Leadership Workshop" column for Harvard Business School's *Working Knowledge*, Steve Robbins examines the ways we can make one of our primary communications tools work for us.

Web Links

Academy Strategic Plan Feedback
http://www.academy.faa.gov/intranet/straPlan.asp

Center for Management and Executive Leadership (CMEL)
http://www.cmel.faa.gov

e-LMS
http://elms-info.dot.gov
http://elms.dot.gov/learner/login.jsp

Employee Association—Bookstore
http://www.eabookstore.com/

Employee Express
http://www.employeeexpress.gov

FAA Branding Guidelines
http://employees.faa.gov/worktools/branding_guidelines

FAA Career Opportunities
http://jobs.faa.gov

FAA Employees Credit Union
http://www.faaecu.org/

FAA Employees Site
http://employees.faa.gov

FAA Find—Directory
http://www.find.faa.gov/

MMAC Library
http://library.mmac.gov

MMAC Restaurant Menu
http://www.aramarkcafe.com/gov

Quotable Quotes

"Our self image and our habits tend to go together. Change one and you will automatically change the other"

Dr. Maxwell Maltz

" If I had not had so much ambition and had not tried to do so many things, I probably would have been happier, but less useful"

- Thomas Edison

A RETURN TO NORMAL

(Continued from Cover Page)

or 57%, would complete the program successfully. Further, only 72% of the Academy graduates would be successful in attaining the position of fully certified controller. Because this screening and training process produced such a high failure rate, the Agency was forced to hire twice the number of people it would need to meet attrition rates. The changes made by the Academy during the nineties would potentially increase the success rate to 95% or more.

Given the Administrator's objective of achieving a performance based organizational structure and developing a more cost effective and efficient organization, the ATO determined that it would not simply be enough to hire the number of individuals needed to return to the past staffing levels. Consequently, the ATO established a goal of increasing productivity of the controller workforce by 10% over the first 5 years of the 10-year plan, and then allow hiring as necessary to meet the growth of traffic as forecast for the out years. To achieve those productivity goals, the ATO is preparing initiatives that, are not limited to, but include reducing by 8% the use of sick leave, more efficient management of the time developmentals spend in OJT in field facilities, managing to the contract the amount of bargaining unit official time, right-sizing the number of controller workgroups, etc. The committee ultimately developed hiring targets that, in effect, work toward those productivity goals. Other issues being considered that may produce a level of productivity gains, is the use of part-time, job sharing, and split shifts; balancing the use of overtime versus staffing FTEs, the use of a common operational scheduling tool, and the future implementation of various NAS technologies.

In the final analysis, the plan calls for hiring to begin Spring 2005. The hiring level for FY-05 is "pegged" at 435. More hiring is needed this year, but is limited to the amount already budgeted for this year. The level

of hiring for FY-06 soars to 1,249, which includes the remaining amount that was to be hired in FY-04; the budget notwithstanding. Hiring in FY-07 is planned at 1,248. In the years that follow, the number never gets less than 1,000 and eventually grows over the next eight years to approximately 10% of the total number of controller in the system. This represents a return to a normally distributed age-wise workforce and level of attrition experienced prior to August 3, 1981…a return to normal.

For the Air Traffic Division, this means a quantum leap in workload and a return to hallways crowded with students…but this time with a more cost efficient and effective training program. A program that will produce highly qualified students for more complex technical operational environments…and still saving the FAA millions of dollars in the process.

MARK YOUR CALENDAR

WHAT:	FAA Academy All-Hands Meeting
WHEN:	Tuesday, June 21, 2005
WHERE:	Headquarters Auditorium
WHY:	Latest Happenings
TIMES:	9:00 a.m. or 1:00 p.m.